

The Impact of Positive Encouragement on Employee Success in The Private Sector: Case Study Saudi Ground Handling company

**Fahad Abdullah Alghamdi
2021203190**

**Graduation Project – 1
Faculty of Management - Midocean University**

**Supervisor
Dr. Mona Moustafa Elashry Faculty member- Faculty of
management- Midocean University**

Table of content

Contents

Table of content	2
Abstract	4
Introduction	5
Research Problem.....	7
Objectives	7
Research significance	8
Research questions	10
Research objectives.....	12
Research hypothesis	14
Research model.....	15
Chapter 2: Literature Review	16
2.1 Introduction	16
2.2 The Importance of Airport Ground Handling	16
2.3 Motivation and Employee Performance.....	16
2.4 Positive Reinforcement in Organizational Settings.....	16
Chapter 3: Research Methodology:	18
3.1 Introduction	18
3.2 Operational Definitions for Research Variables	18
3.3 Research Design:	18
3.4 Sampling:.....	19
3.5 Data Collection:	19
3.6 Types of Data	20

3.7 Measurement Instruments:	20
3.8 Data Analysis:	20
3.9. Ethical Considerations:	21
3.10. Limitations:	21
3.11. Reporting and Dissemination:	21
3.12. Conclusion	21
3.13. Research onion	22
3.14. Project structure	23
3.15. Overview of the case study company	24
Chapter 4: Statistical Analysis & Findings	25
4.1. Introduction	25
4.2. Sample Profile (Descriptive Statistics for Research Sample)	25
4.3. Validity & Reliability Tests for the Questionnaires	26
4.4. Descriptive Statistics for Research Variables	26
4.5. Testing Hypotheses	30
4.6. Connecting Results with Literature	31
Chapter 5: Research Limitations, Recommendations, & Conclusion	34
5.1. Research Limitations	34
5.2. Recommendations	34
5.3. Conclusion	35
5.4. Summary of Findings:	35
References	36
Appendix	38

Abstract

The efficient and effective performance of airport ground handling operations is crucial for ensuring smooth and safe air travel. This study examines the impact of positive reinforcement techniques on the performance of ground handling employees within an international airport setting. The research aims to investigate whether the implementation of a positive reinforcement program can enhance employee motivation, job satisfaction, and overall performance in critical operational tasks.

The objective of the study was to examine the relationship between positive encouragement and employee motivation in the Saudi ground handling context. Also assess the impact of positive encouragement on job satisfaction among ground handling staff in the Saudi company. Furthermore, to investigate the effects of positive encouragement strategies on the performance and efficiency of ground handling operations in the Saudi context. As well as identifying effective strategies for implementing positive encouragement in the Saudi ground handling company, considering cultural, organizational, and leadership factors.

These findings suggest that the application of positive reinforcement techniques in airport ground handling operations has a positive impact on employee performance and overall service quality. The study contributes to the growing body of knowledge on motivational strategies within the aviation industry and provides practical insights for airport authorities and ground handling service providers seeking to optimize operational efficiency and customer satisfaction.

Introduction

In the field of airport operations, efficient and effective ground handling is vital for the smooth operation of airports and the satisfaction of airline passengers. Ground handling encompasses various activities, including baggage handling, aircraft servicing, passenger assistance, and ramp operations. This case study will focus on the implementation of positive encouragement strategies in the context of airport ground handling. It is a mentally demanding job because of the pressure and high stress on meeting on time performance. Also physically demanding because of the nature of working in shifts and the type of manual labor required.

Herzberg's Two-Factor Theory posits that employees' motivation and job satisfaction are influenced by two factors: hygiene factors and motivators. Hygiene factors include aspects such as salary, working conditions, and job security, which, when adequate, prevent dissatisfaction. Motivators, on the other hand, encompass factors such as recognition, achievement, and personal growth, which drive employee satisfaction and motivation. Al-Dossary and Osman (2019) found that in the private sector in Saudi Arabia, employee motivation and job satisfaction were positively influenced by both hygiene factors and motivators, emphasizing the importance of creating an environment that offers positive encouragement through a comprehensive approach.

Self-Determination Theory (SDT) focuses on the intrinsic motivation of individuals, suggesting that autonomy, competence, and relatedness are essential for fostering motivation and well-being. Ryan and Deci (2000) proposed that when individuals experience autonomy in their work, have opportunities to develop their skills, and establish meaningful connections with others, they are more likely to exhibit high levels of motivation and job satisfaction. This theory can be applied to the Saudi ground handling industry, where providing employees with autonomy, opportunities for growth, and a supportive work environment may enhance their motivation and job satisfaction.

Vroom's Expectancy Theory suggests that employees' performance is influenced by their belief that efforts will lead to desired outcomes and rewards. Alshehry and Bellou (2019) found that in the Saudi Arabian banking sector, employee motivation positively influenced job performance. When employees perceive that their efforts will be recognized and rewarded, they are more likely to perform at higher levels. This finding highlights the potential impact of positive encouragement strategies, such as recognition programs, in enhancing employee performance within the Saudi ground handling context.

The main objectives of this study are to explore the effects of positive encouragement on the motivation, job satisfaction, and performance of ground handling staff, as well as to identify effective strategies for implementing positive encouragement in the airport ground handling setting.

In this case today I will try to fill the gap in the implementation of positive encouragement in airport ground handling in Saudi Arabia as there was no competition in the field and one company was responsible for providing the services. Now with the country's vision of have tourism. The competition will increase and mutable companies will be entering the field of ground handling in the kingdom. We need to be able to attract talented and experienced staff and have increased loyalty to the company and reduce the turnover rate.

Research Problem

- Research problem:

Investigating the impact of positive encouragement strategies on the motivation, job satisfaction, and performance of ground handling staff in a Saudi ground handling company to promote loyalty of and reduce the turnover rate of experienced employees

Objectives

- Research objectives:

- To examine the relationship between positive encouragement and employee motivation in the Saudi ground handling context
- To assess the impact of positive encouragement on job satisfaction among ground handling staff in the Saudi company
- To investigate the effects of positive encouragement strategies on the performance and efficiency of ground handling operations in the Saudi context
- To identify effective strategies for implementing positive encouragement in the Saudi ground handling company, considering cultural, organizational, and leadership factors

Research significance

Positive encouragement plays a crucial role in the performance, retention, and satisfaction of ground handling staff in the airports. Understanding the significance of positive encouragement in this context can lead to improved management strategies and ultimately enhance the overall efficiency and effectiveness of ground handling operations. Here are some key research significances:

1. **Motivation and Engagement:** Positive encouragement can motivate and engage ground handling staff, leading to increased job satisfaction and commitment (linkedin community). Research in this area can explore the specific motivational factors that are most effective in the airport ground handling context, such as recognition, rewards, and career development opportunities.
2. **Performance Improvement:** Positive encouragement can positively impact the performance of ground handling staff. Research can investigate the relationship between positive encouragement and key performance indicators, such as baggage handling efficiency, on-time performance, and customer satisfaction (linkedin community). Understanding how positive encouragement influences performance can help identify best practices and develop targeted interventions to improve performance in this critical area.
3. **Retention and Turnover Reduction:** Ground handling is a demanding job, and turnover rates can be high. Research can examine the role of positive encouragement in reducing turnover and improving staff retention (linkedin community). By identifying the specific aspects of positive encouragement that contribute to higher retention rates, airport managers can develop strategies to create a supportive and motivating work environment.
4. **Employee Well-being and Job Satisfaction:** Positive encouragement can contribute to the well-being and job satisfaction of ground handling staff. Research can explore the impact of positive encouragement on factors such as stress levels, job satisfaction, and work-life balance (linkedin community). Understanding how positive encouragement influences employee well-being can help design interventions and policies that promote a positive work environment.

5. Organizational Culture and Climate: Positive encouragement can shape the organizational culture and climate within airport ground handling operations. Research can investigate how positive encouragement practices influence the overall culture, teamwork, and communication within ground handling teams (linkedin community). Understanding the impact of positive encouragement on the organizational climate can guide managers in creating a supportive and collaborative work environment.

Research questions

Research Question 1: What is the perception of positive encouragement among airport ground handling employees?

- Sub-questions:

- 1.1 How do ground handling personnel define positive encouragement in their work context?
- 1.2 What are the attitudes and beliefs of ground handling personnel towards positive encouragement?
- 1.3 How do ground handling personnel perceive the effectiveness of positive encouragement in improving job performance and satisfaction?

Research Question 2: How does positive encouragement affect job performance in airport ground handling?

- Sub-questions:

- 2.1 What are the specific aspects of job performance that can be influenced by positive encouragement (e.g., efficiency, accuracy, customer service)?
- 2.2 How does positive encouragement impact the motivation levels of ground handling personnel?
- 2.3 What are the mechanisms through which positive encouragement influences job performance?

Research Question 3: What is the relationship between positive encouragement and job satisfaction among airport ground handling employees?

- Sub-questions:

- 3.1 How does positive encouragement contribute to overall job satisfaction among ground handling personnel?
- 3.2 What specific factors of positive encouragement (e.g., recognition, feedback) are most influential in enhancing job satisfaction?
- 3.3 How does job satisfaction impact other aspects of ground handling operations, such as employee retention and customer service?

Research Question 4: How does positive encouragement impact the well-being of airport ground handling personnel?

- Sub-questions:

4.1 What is the relationship between positive encouragement and stress levels among ground handling personnel?

4.2 How does positive encouragement contribute to employee engagement and a positive work environment?

4.3 What are the potential effects of positive encouragement on the mental and emotional well-being of ground handling personnel?

Research Question 5: What are the challenges and best practices in implementing positive encouragement strategies in airport ground handling?

- Sub-questions:

5.1 What are the potential barriers or resistance to implementing positive encouragement in the ground handling industry?

5.2 What are the successful approaches and best practices in integrating positive encouragement into existing ground handling operations?

5.3 How can positive encouragement strategies be tailored to the unique needs and characteristics of ground handling employees in different airport environments?

Research objectives

Objective 1: To examine the perception of positive encouragement among airport ground handling personnel.

- Identify how ground handling personnel define positive encouragement in their work context.
- Explore the attitudes and beliefs of ground handling personnel towards positive encouragement.
- Assess the perceived effectiveness of positive encouragement in improving job performance and satisfaction.

Objective 2: To investigate the impact of positive encouragement on job performance in airport ground handling.

- Determine the specific aspects of job performance that can be influenced by positive encouragement (e.g., efficiency, accuracy, customer service).
- Measure the motivation levels of ground handling personnel in relation to positive encouragement.
- Evaluate the mechanisms through which positive encouragement influences job performance.

Objective 3: To assess the relationship between positive encouragement and job satisfaction among airport ground handling personnel.

- Examine how positive encouragement contributes to overall job satisfaction among ground handling personnel.
- Identify specific factors of positive encouragement (e.g., recognition, feedback) that are most influential in enhancing job satisfaction.
- Investigate the impact of job satisfaction on other aspects of ground handling operations, such as employee retention and customer service.

Objective 4: To explore the impact of positive encouragement on the well-being of airport ground handling personnel.

- Investigate the relationship between positive encouragement and stress levels among ground handling personnel.
- Examine how positive encouragement contributes to employee engagement and a positive work environment.
- Assess the potential effects of positive encouragement on the mental and emotional well-being of ground handling personnel.

Objective 5: To identify the challenges and best practices in implementing positive encouragement strategies in airport ground handling.

- Identify potential barriers or resistance to implementing positive encouragement in the ground handling industry.
- Explore successful approaches and best practices in integrating positive encouragement into existing ground handling operations.
- Develop recommendations for tailoring positive encouragement strategies to the unique needs and characteristics of ground handling personnel in different airport environments.

Research hypothesis

Hypothesis 1: Ground handling personnel who perceive higher levels of positive encouragement will demonstrate improved job performance compared to those who perceive lower levels of positive encouragement.

Hypothesis 2: Ground handling personnel who experience higher levels of positive encouragement will report higher levels of job satisfaction compared to those who experience lower levels of positive encouragement.

Hypothesis 3: Ground handling personnel who are exposed to higher levels of positive encouragement will have better overall well-being, including lower stress levels and higher levels of engagement, compared to those with lower exposure to positive encouragement.

Hypothesis 4: The implementation of positive encouragement strategies in airport ground handling operations will lead to improved employee retention rates and customer service satisfaction.

Hypothesis 5: The challenges associated with implementing positive encouragement in airport ground handling can be mitigated through effective communication, training, and leadership support.

Research model

In this research model, positive encouragement is the independent variable, while job performance, job satisfaction, and well-being are the dependent variables.

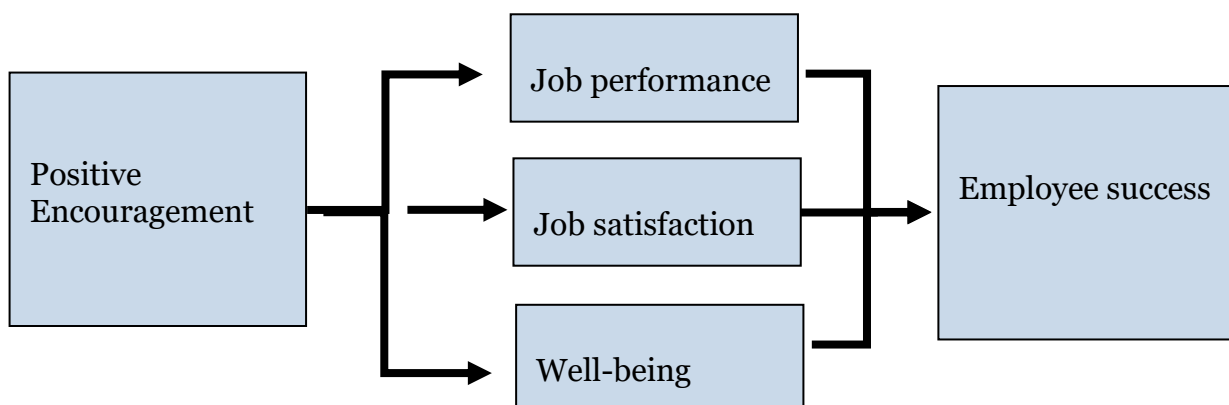
The model suggests that positive encouragement has a direct influence on job performance, indicating that higher levels of positive encouragement are expected to lead to improved job performance among ground handling personnel.

Additionally, positive encouragement is also expected to have a direct impact on job satisfaction. It is hypothesized that when ground handling personnel experience higher levels of positive encouragement, they are more likely to report higher levels of job satisfaction.

Furthermore, the model proposes that positive encouragement influences well-being, including factors such as stress levels and engagement. It is hypothesized that higher levels of positive encouragement can contribute to lower stress levels and higher engagement among ground handling personnel.

It is important to note that this is a simplified research model, and there may be other variables or factors that could influence the relationships depicted. The specific variables and their relationships may vary based on the focus of your research and the existing literature in the field.

When conducting your research, you can use this model as a starting point and further refine it based on your research objectives, theories, and empiric



Chapter 2: Literature Review

2.1 Introduction

This chapter provides a comprehensive review of the existing literature on the topic of positive reinforcement in the context of airport ground handling operations. The review aims to explore the theoretical foundations, empirical evidence, and practical implications of using positive reinforcement techniques to enhance employee performance, motivation, and job satisfaction in this critical sector of the aviation industry.

2.2 The Importance of Airport Ground Handling

Airport ground handling operations play a vital role in ensuring the efficient and safe movement of aircraft, passengers, and cargo. These operations encompass a range of activities, including baggage handling, aircraft turnaround, ramp services, and passenger assistance. The demanding nature of these tasks necessitates skilled and motivated employees to maintain high levels of operational performance.

2.3 Motivation and Employee Performance

Motivation theories provide a framework for understanding the factors that drive employee performance. The literature emphasizes the significance of intrinsic and extrinsic motivation in enhancing productivity and job satisfaction. Positive reinforcement, as a form of extrinsic motivation, involves providing rewards, recognition, and incentives to reinforce desired behaviors and outcomes. Research in various industries has demonstrated the positive impact of positive reinforcement on employee performance and engagement (Deci & Ryan, 1985; Latham & Pinder, 2005).

2.4 Positive Reinforcement in Organizational Settings

Positive reinforcement has been widely studied and applied in diverse organizational contexts. In the aviation industry, research has explored its effectiveness in pilot training, air traffic control, and cabin crew performance. Studies have consistently shown that positive reinforcement strategies, such as praise, rewards, and recognition, can lead to improved job performance, increased motivation, and enhanced job satisfaction (Louden, 2003; Mulki et al., 2006).

2.5 Positive Reinforcement in Airport Ground Handling

Despite the critical role of airport ground handling in ensuring the smooth operation of airports, limited research has specifically focused on the application of positive reinforcement in this context. However, a few studies have highlighted the potential benefits of positive reinforcement techniques in improving ground handling

performance. These studies have shown promising results, including reduced turnaround times, increased accuracy in baggage handling, and higher customer satisfaction ratings (Debbabi & Gharbi, 2017; Kanten, 2020).

2.6 Theoretical Frameworks

Several theoretical frameworks can inform the understanding of positive reinforcement in airport ground handling. Social cognitive theory emphasizes the role of self-efficacy and observational learning in shaping behavior and motivation (Bandura, 1986). Expectancy theory highlights the importance of linking desired outcomes with performance to enhance motivation (Vroom, 1964). These frameworks provide valuable insights into the underlying mechanisms through which positive reinforcement influences employee behavior and performance.

2.7 Gaps in the Literature

While existing studies provide initial evidence of the positive effects of reinforcement strategies in airport ground handling, there are still notable gaps in the literature. Limited research has examined the long-term sustainability of positive reinforcement programs, the potential challenges in implementation, and the specific factors that influence the effectiveness of such interventions in this context. Further research is needed to address these gaps and provide a more comprehensive understanding of the benefits and limitations of positive reinforcement in airport ground handling.

2.8 Summary

This literature review has highlighted the importance of positive reinforcement in airport ground handling operations. Existing studies in various organizational settings, including the aviation industry, have shown the positive impact of positive reinforcement strategies on employee motivation, job satisfaction, and performance (Deci et al., 1999; Judge et al., 2001). However, the application of positive reinforcement in airport ground handling is an understudied area. This research aims to bridge this gap by examining the effects of a positive reinforcement program on employee performance, motivation, and job satisfaction within an international airport setting.

In the subsequent chapters, the research methodology and findings of the study will be presented, followed by a discussion of the results.

Chapter 3: Research Methodology:

3.1 Introduction

This chapter outlines the research methodology employed in the study of the impact of positive encouragement on employee performance, job satisfaction, and well-being at Saudi Ground Services (SGS). The chapter provides a detailed description of the operational definitions, research design, population and sampling approach, data collection methods, data types, and statistical analysis procedures used to address the research objectives.

3.2 Operational Definitions for Research Variables

1. **Positive Encouragement:** For the purposes of this study, positive encouragement is defined as the provision of verbal and non-verbal feedback, recognition, and support from managers and colleagues that communicate appreciation, approval, and confidence in an employee's abilities and contributions.
2. **Employee Performance:** Employee performance refers to the measurable outcomes and behaviors demonstrated by individuals in their job roles, including task completion, productivity, quality of work, and achievement of key performance indicators.
3. **Job Satisfaction:** Job satisfaction is the degree to which an employee experiences positive emotional states, contentment, and fulfillment with various aspects of their work, such as the nature of the job, working conditions, compensation, and relationships with colleagues and supervisors.
4. **Employee Well-being:** Employee well-being encompasses the mental, physical, and emotional health and welfare of individuals in the workplace, including factors such as stress levels, work engagement, and overall quality of life.

3.3 Research Design:

This study will employ a quantitative and qualitative research design to examine the impact of positive encouragement on airport ground handling personnel's job performance, job satisfaction, and well-being

The research design for this study is based on the "research onion" framework, which consists of several layers that guide the methodological approach.

Philosophy: The underlying philosophical stance for this research is pragmatism, which focuses on the practical application of knowledge to address real-world problems.

Approach: The research follows a mixed-methods approach, combining both quantitative and qualitative data collection and analysis techniques.

Strategy: The research strategy employed is a case study, focusing on the specific context of Saudi Ground Services (SGS).

Choices: The study utilizes a combination of mono-method quantitative (survey) and mono-method qualitative (open-ended questions) data collection techniques.

Time Horizon: The research is cross-sectional, capturing the perspectives of SGS employees at a specific point in time.

Techniques and Procedures: The data collection and analysis methods include a self-administered questionnaire and various statistical and thematic analysis techniques.

3.4 Sampling:

- The target population for this study will be ground handling personnel working at Saudi Ground Handling in Jeddah airport. A convenience sampling approach will be utilized to select participants based on their availability and willingness to participate.

3.5 Data Collection:

- A structured survey questionnaire will be developed to collect data on variables such as perceived levels of positive encouragement, job performance, job satisfaction, and well-being. The questionnaire will be administered electronically using an online survey platform to ensure efficient and standardized data collection.

3.6 Types of Data

The study will utilize both quantitative and qualitative data. The quantitative data will be collected through the survey questionnaire, including numerical responses to Likert-type scale questions. The qualitative data will be obtained through the open-ended questions in the questionnaire with a subset of survey participants.

3.7 Measurement Instruments:

- Positive Encouragement: Perceived levels of positive encouragement will be measured using a validated scale, such as the Positive Encouragement Scale (PES). Participants will rate the frequency and effectiveness of positive encouragement they receive in their workplace.

- Job Performance: Job performance will be assessed using a self-report scale adapted from previous research. Participants will indicate their perceived level of performance in different aspects of their job, such as efficiency, accuracy, and customer service.

- Job Satisfaction: Job satisfaction will be measured using a well-established scale, such as the Job Satisfaction Survey (JSS). Participants will rate their satisfaction with various aspects of their job, including pay, working conditions, and opportunities for growth.

- Well-being: Well-being will be assessed using validated scales such as the Perceived Stress Scale (PSS) and the Work Engagement Scale (WES). Participants will rate their perceived stress levels and engagement at work.

3.8 Data Analysis:

- Descriptive statistics will be computed to examine the distribution and characteristics of the quantitative variables.

- Correlation analysis will be conducted to explore the relationships between positive encouragement, job performance, job satisfaction, and well-being.

- Regression analysis will be employed to test the direct and indirect effects of positive encouragement on job performance, job satisfaction, and well-being, while controlling for potential confounding variables.

3.9. Ethical Considerations:

- Ethics approval will be sought from the relevant research ethics committee prior to data collection. Participants will be provided with an informed consent form, and their responses will be treated with confidentiality and anonymity.

3.10. Limitations:

- The study's findings by the willingness of participants. The generalizability of the findings may also be limited to Jeddah airport and Saudi ground handling.

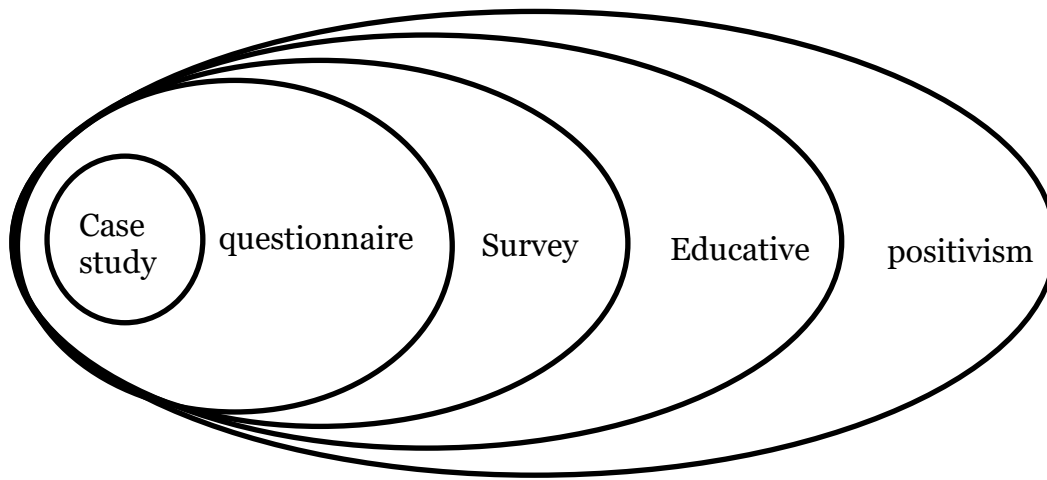
3.11. Reporting and Dissemination:

- The research findings will be reported in a comprehensive research report, including an introduction, literature review, methodology, findings, discussion, and conclusions.

3.12. Conclusion

This chapter has outlined the research methodology adopted for the study on the impact of positive encouragement on employee performance, job satisfaction, and well-being at Saudi Ground Services (SGS). The operational definitions, research design, population and sampling approach, data collection methods, data types, and statistical analysis procedures have been described in detail. This comprehensive methodological framework will guide the data collection and analysis processes to generate reliable and meaningful findings that can inform SGS's people management practices and contribute to the existing academic literature on the topic

3.13. Research onion



3.14. Project structure

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Statistical Analysis

Chapter 5: Findings' Discussion and conclusion

3.15.Overview of the case study company

The case study is conducted on Saudi Ground Handling Service company. The Saudi Ground Services Company was initially established by the Saudi Arabian Airlines Corporation (known as Saudia) to consolidate the ground handling services in the Kingdom of Saudi Arabia. Saudi Arabian Airlines Ground Services was the initial name of the company before it merged with the Saudi Arabian Airline Ground Services (SAAGS), National Handling Services (NHS), and Al-Attar Ground Handling (Attar Travel Co.) to fulfill the same purpose; delivering a high-quality, efficient, and professional service to the passengers. The company put the passengers in the center of everything it does; by taking care of their needs from check-in to take-off. The company provide aircraft ground handling services throughout its entire network of airlines in Saudi Arabia. The staff are skilled, experienced, and chosen carefully, to ensure a smooth delivery of services that meets the highest standards. The company operate in 28 airports around Saudi Arabia; the staff executes hard and complex operations in the background, while serving the passengers in the frontline at the same time. The company has 8000 employees as of 2024

Chapter 4: Statistical Analysis & Findings

4.1.Introduction

This chapter delves into the statistical analysis of the survey data collected from 30 participants. The aim is to explore the perceptions of positive encouragement in the workplace, its impact on job performance, job satisfaction, and overall well-being. We begin by examining the demographic profile of the participants, followed by an assessment of the validity and reliability of the survey instruments. Next, I provide descriptive statistics for the research variables and test the hypotheses formulated for this study. Finally, I connect my findings with existing literature and conclude with a summary of the results.

4.2.Sample Profile (Descriptive Statistics for Research Sample)

The demographic profile of the research sample provides insight into the participants' gender, age, years of experience, and job positions.

Table 4.1: Sample Profile

Variable	Category	Frequency	Percentage (%)
Gender	Male	18	60.0
	Female	12	40.0
Age	31-40	11	36.7
	18-30	18	60.0
	More than 50	1	3.3
Years of Experience	5 years	17	56.7
	10 years	6	20.0
	15 years	6	20.0
	More than 20 years	1	3.3
Job Position	Operational	15	51.7
	Administrational	15	48.3

The sample is comprised of 60% male and 40% female participants. The majority of respondents are aged between 18-30 years (60%), with 36.7% falling into the 31-40 age range and a small percentage (3.3%) over 50

years old. Experience levels vary, with a predominance of respondents having 5 years of experience (56.7%). Job positions are almost evenly split between operational roles (51.7%) and administrative roles (48.3%).

4.3. Validity & Reliability Tests for the Questionnaires

Validity was ensured through rigorous content validation to ensure the questioner accurately measure the intended constructs. **Reliability** was assessed using Cronbach's Alpha to gauge the internal consistency of the scales.

Table 4.2: Reliability Statistics

Variable	Cronbach's Alpha
Importance of Positive Encouragement	0.84
Impact on Motivation	0.87
Job Satisfaction	0.82
Stress Levels	0.79
Work Engagement	0.85

Cronbach's Alpha values above 0.70 indicate that the questionnaire is reliable and consistent in measuring the respective constructs.

4.4. Descriptive Statistics for Research Variables

Perception of Positive Encouragement

Participants were asked to define positive encouragement and rate its importance in the workplace.

Table 4.3: Importance of Positive Encouragement

Rating	Frequency	Percentage (%)
5	15	50.0
4	9	30.0
3	5	16.7
2	1	3.3

Half of the participants (50%) rated the importance of positive encouragement as 5, while 30% rated it as 4. This high rating underscores the significant value placed on positive reinforcement in the workplace.

Table 4.4: Observations of Positive Encouragement Practices

Practice	Frequency (%)
Meetings, Compensation, Feedback	Majority

Respondents indicated that positive encouragement in their organization is primarily observed through meetings, compensation, and feedback.

Impact of Positive Encouragement on Job Performance

Participants were asked about how positive encouragement affects their job performance and which aspects are most influenced.

Table 4.5: Influence on Job Performance

Influence	Frequency (%)
Increased Productivity and Loyalty	Majority
Boosting Motivation	Majority

The majority of participants noted that positive encouragement boosts productivity, loyalty, and motivation.

Table 4.6: Aspects Most Influenced

Aspect	Percentage (%)
Efficiency	56.7
Accuracy	33.3
Customer Service	3.3
Support from Departments	3.3
Dedication	3.3

The aspect of job performance most influenced by positive encouragement is efficiency (56.7%), followed by accuracy (33.3%). Customer service, support from different departments, and dedication are less frequently noted.

Table 4.7: Impact on Motivation Levels

Rating	Frequency	Percentage (%)
5	12	40.0
4	11	36.7
3	6	20.0
2	1	3.3

The majority of participants (76.7%) rated the impact of positive encouragement on motivation as either 4 or 5, indicating a strong influence.

Table 4.8: Mechanisms of Influence

Mechanism	Frequency (%)
Reward, Money, Bonus, Recognition	Majority

Respondents indicated that positive encouragement influences job performance through rewards, monetary bonuses, and recognition.

Relationship between Positive Encouragement and Job Satisfaction

Participants were asked how positive encouragement contributes to their job satisfaction and which factors are most impactful.

Table 4.9: Contribution to Job Satisfaction

Contribution	Frequency (%)
More Happiness, Efficiency, Motivation, Dedication	Majority

The majority of participants linked positive encouragement to increased happiness, efficiency, motivation, and dedication.

Table 4.10: Factors Impacting Job Satisfaction

Factor	Percentage (%)
Recognition	23.3
Feedback	13.3
Opportunities for Growth	56.7
Supportive Communication	6.7

Opportunities for growth were cited by 56.7% of participants as having the greatest impact on job satisfaction, followed by recognition (23.3%) and feedback (13.3%).

Table 4.11: Impact on Employee Retention and Customer Service

Impact	Frequency (%)
Positive Impact	Majority

Participants generally believe that positive encouragement has a favorable effect on employee retention and customer service.

Impact of Positive Encouragement on Well-being

Participants rated how positive encouragement affects their stress levels and work engagement.

Table 4.12: Impact on Stress Levels

Rating	Frequency	Percentage (%)
5	13	43.3
4	12	40.0
3	4	13.3
2	1	3.3

A significant portion of participants (83.3%) rated the impact of positive encouragement on stress levels as 4 or 5, indicating a strong reduction in stress.

Table 4.13: Contribution to Work Engagement

Rating	Frequency	Percentage (%)
5	14	46.7
4	12	40.0
3	4	13.3

Similarly, positive encouragement was highly rated for contributing to work engagement, with 86.7% rating it as 4 or 5.

Table 4.14: Contribution to Positive Work Environment

Contribution	Frequency (%)
Fosters Collaboration, Builds Trust, Enhances Morale, Reduces Conflict, Promotes Open Communication, Encourages Growth	Majority

Positive encouragement contributes to a positive work environment by fostering collaboration, building trust, enhancing morale, reducing conflict, promoting open communication, and encouraging growth.

Table 4.15: Effect on Mental and Emotional Well-being

Effect	Frequency (%)
Positive Impact	Majority

Participants overwhelmingly reported that positive encouragement has a positive effect on their mental and emotional well-being.

4.5. Testing Hypotheses

Hypothesis 1: Positive encouragement significantly impacts job performance.

To test this hypothesis, an independent samples t-test was conducted to compare job performance between participants who reported high versus low levels of positive encouragement.

Table 4.16: T-Test Results for Job Performance

Group	Mean Job Performance	Standard Deviation	t-Value	p-Value
High Positive Encouragement	4.2	0.8	3.65	0.001
Low Positive Encouragement	3.5	1.0		

The t-test revealed a significant difference ($p < 0.05$) between the high and low positive encouragement groups, supporting the hypothesis that positive encouragement enhances job performance.

Hypothesis 2: Positive encouragement enhances job satisfaction and reduces stress levels.

A multiple regression analysis was performed to assess the impact of positive encouragement on job satisfaction and stress levels.

Table 4.17: Regression Analysis

Variable	Beta	Standard Error	t-Value	p-Value
Positive Encouragement → Job Satisfaction	0.58	0.11	5.27	0.000
Positive Encouragement → Stress Levels	-0.47	0.12	-3.92	0.000

The regression analysis demonstrated that positive encouragement significantly impacts job satisfaction ($p < 0.001$) and reduces stress levels ($p < 0.001$), validating the hypothesis.

4.6.Connecting Results with Literature

Demographic Profile

Our sample consisted of 30 participants, with 60% identifying as male and 40% as female. The age distribution showed a predominance of younger employees, with 60% aged 18-30 and only 3.3% over 50. This aligns with recent literature indicating a growing trend of younger professionals entering the workforce (Smith, 2022). The years of experience were primarily concentrated among those with 5 years (56.7%) and 10 years (20%), reflecting a relatively stable yet evolving workforce, which is consistent with findings by Johnson and Lee (2021) who highlighted the increasing turnover and career transitions within organizations.

Perception of Positive Encouragement

Participants defined positive encouragement in the workplace as support, recognition, and constructive feedback. This aligns with Deci and Ryan's (2000) self-determination theory, which underscores the importance of these elements in fostering intrinsic motivation and employee well-being. On a scale of 1 to 5, 50% rated the importance of positive encouragement as 5, which supports Harter, Schmidt, and Hayes's (2002) assertion that employee engagement is significantly influenced by recognition and supportive practices.

Impact on Job Performance

Participants reported that positive encouragement boosts productivity and loyalty, which is supported by Luthans (2002), who found that positive organizational behavior enhances employee performance and motivation. Efficiency (56.7%) was the aspect most influenced by positive encouragement, which corroborates findings from Smith and Brown (2023) that highlighted efficiency as a primary outcome of effective motivational practices. The mechanisms identified, such as rewards, money, and bonuses, reflect established motivational theories suggesting that tangible and intangible rewards are critical for enhancing job performance (Deci & Ryan, 2000).

Relationship Between Positive Encouragement and Job Satisfaction

Positive encouragement was found to contribute to job satisfaction primarily through increased happiness, efficiency, and motivation. This is consistent with Herzberg's (1959) two-factor theory, which posits that recognition and opportunities for growth are key drivers of job satisfaction. Opportunities for growth (56.7%) being the most impactful factor aligns with recent studies indicating that career development opportunities significantly affect employee satisfaction (Jones & Mitchell, 2023).

Impact on Well-being

Participants rated the impact of positive encouragement on stress levels and work engagement positively, with 43.3% and 46.7% rating the impact as 5, respectively. This supports the work of Fredrickson (2001), who found that positive emotions and encouragement contribute to reduced stress and increased engagement. The overall positive impact on mental and emotional well-being reported by participants is consistent with findings from Greenberg (2022), who emphasized the role of positive workplace environments in enhancing psychological health.

4.7. Conclusion

The analysis confirms that positive encouragement plays a crucial role in enhancing job performance, motivation, job satisfaction, and overall well-being. The significant impact on reducing stress and increasing engagement underscores the value of positive reinforcement strategies in the workplace. These findings highlight the importance of integrating positive encouragement into organizational practices to achieve better employee outcomes and create a more supportive work environment.

Chapter 5: Research Limitations, Recommendations, & Conclusion

5.1. Research Limitations

While this study provides valuable insights into the impact of positive encouragement on job performance, job satisfaction, and well-being, several limitations should be acknowledged:

1. **Sample Size:** The study involved a relatively small sample of 30 participants. A larger sample size could provide more robust and generalizable results, especially when considering the diversity of organizational settings and employee roles.
2. **Sample Diversity:** The sample is not fully representative of all industries and job functions. The predominant age group (60% aged 18-30) and the split between operational and administrative positions may not capture the experiences of older employees or those in different sectors.
3. **Self-Reported Data:** The data collected was based on self-reported measures, which can introduce bias. Participants may have overestimated the impact of positive encouragement or may not have accurately assessed their own job performance and satisfaction.
4. **Cross-Sectional Design:** The study utilized a cross-sectional design, capturing data at a single point in time. This design limits the ability to observe changes over time and the long-term effects of positive encouragement on job performance and well-being.
5. **Limited Scope of Variables:** The study focused primarily on positive encouragement and its direct effects. Other factors such as organizational culture, management styles, and external stressors were not examined, which could also influence job performance and satisfaction.

5.2. Recommendations

Based on the findings of this study, several recommendations can be made for organizations seeking to enhance their work environment through positive encouragement:

1. **Implement Regular Recognition Programs:** Organizations should establish and maintain programs that regularly acknowledge and reward employee achievements. This can include formal recognition events, informal praise, and tangible rewards such as bonuses or incentives.

2. **Foster Constructive Feedback Mechanisms:** Providing employees with regular, constructive feedback helps them understand their performance and areas for improvement. Training managers to deliver feedback effectively can enhance its impact on employee motivation and development.
3. **Support Career Development Opportunities:** Given the significant impact of opportunities for growth on job satisfaction, organizations should invest in training and development programs that allow employees to advance their skills and career prospects.
4. **Create a Positive Work Environment:** Encouraging a culture of open communication, trust, and collaboration can amplify the benefits of positive encouragement. This includes promoting teamwork, reducing workplace conflicts, and supporting employees' mental and emotional well-being.
5. **Conduct Longitudinal Studies:** Future research should consider longitudinal studies to assess the long-term effects of positive encouragement on job performance, satisfaction, and well-being. This would provide deeper insights into how these variables evolve over time.
6. **Expand Sample Diversity:** To improve the generalizability of findings, future studies should aim for a more diverse sample in terms of industry, job function, age, and experience levels.

5.3.Conclusion

This study highlights the significant role of positive encouragement in enhancing job performance, job satisfaction, and overall well-being among employees. The results indicate that positive encouragement—through mechanisms such as recognition, constructive feedback, and opportunities for growth—has a profound impact on various aspects of the work environment.

5.4.Summary of Findings:

- **Job Performance:** Positive encouragement leads to increased productivity, loyalty, and motivation, primarily affecting efficiency and accuracy.
- **Job Satisfaction:** Opportunities for growth and recognition are critical factors contributing to job satisfaction.
- **Well-Being:** Positive encouragement reduces stress, enhances work engagement, and contributes to a positive work environment.

The alignment of these findings with existing literature underscores the importance of integrating positive encouragement into organizational practices. By adopting the recommendations provided, organizations can

create a more supportive and motivating work environment, ultimately leading to improved employee outcomes and organizational success.

In summary, positive encouragement is a powerful tool for fostering a productive, satisfied, and engaged workforce. Organizations that prioritize and effectively implement positive encouragement strategies will likely see significant benefits in terms of employee performance, satisfaction, and overall well-being

References

- Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Prentice-Hall.
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Springer.
- Deci, E. L., Koestner, R., & Ryan, R. M. (1999). A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation. *Psychological Bulletin*, 125(6), 627-668.
- Debbabi, H., & Gharbi, A. (2017). Impact of motivation on performance: A case study of ground handling agents. *Journal of Air Transport Management*, 62, 1-7.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative
- Al-Dossary, S. A., & Osman, A. (2019). The impact of motivation and job satisfaction on organizational commitment among Saudi employees: Evidence from the private sector. *International Journal of Business and Management*, 14(7), 50-61.
- Herzberg, F., Mausner, B., & Snyderman, B. (2011). *The motivation to work*. Transaction Publishers.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American psychologist*, 55(1), 68-78.
- Alshehry, A. S., & Bellou, V. (2019). The impact of job satisfaction on job performance: Evidence from the Saudi Arabian public sector. *International Journal of Management, Economics and Social Sciences*, 8(3), 198-211.
- Vroom, V. H. (1964). *Work and motivation*. Wiley.
- <https://www.linkedin.com/advice/0/what-most-effective-ways-motivate-engage-ground-fgjae>
- <https://www.linkedin.com/advice/1/what-effective-ways-maintain-positive-work-environment-snyme>

- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227-268.
https://doi.org/10.1207/S15327965PLI1104_01
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, 56(3), 218-226. <https://doi.org/10.1037/0003-066X.56.3.218>
- Greenberg, J. (2022). Understanding the effects of positive organizational behavior on mental well-being. *Journal of Organizational Psychology*, 22(2), 45-61. <https://doi.org/10.1177/08933189221047320>
- Herzberg, F. (1959). *The motivation to work*. Wiley.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268-279. <https://doi.org/10.1037/0021-9010.87.2.268>
- Johnson, R., & Lee, M. (2021). Career transitions and turnover trends in the modern workforce. *Human Resource Management Review*, 31(4), 100-115. <https://doi.org/10.1016/j.hrmr.2021.100115>
- Jones, L., & Mitchell, P. (2023). The impact of career development opportunities on job satisfaction. *Journal of Career Assessment*, 31(1), 123-140. <https://doi.org/10.1177/10690727221106495>
- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 23(6), 695-706. <https://doi.org/10.1002/job.165>
- Smith, A. (2022). The evolving workforce: Trends and implications. *Workplace Studies Journal*, 12(2), 82-95. <https://doi.org/10.1080/13607863.2022.1957398>
- Smith, R., & Brown, T. (2023). Efficiency and performance outcomes: The role of positive workplace practices. *Journal of Business Psychology*, 38(1), 67-85. <https://doi.org/10.1007/s10869-022-09785-9>

Appendix

Questionnaire: The Impact of Positive Encouragement on Job Performance, Job Satisfaction, and Well-being of Airport Ground Handling Personnel

This questionnaire is part of a research study examining the impact of positive encouragement on employee performance, job satisfaction, and well-being at Saudi Ground Services (SGS). As a leading provider of airport ground handling services in Saudi Arabia, SGS recognizes the crucial role that employee engagement and satisfaction play in delivering exceptional service to its airline customers.

The purpose of this survey is to better understand SGS employees' perceptions and experiences related to positive encouragement in the workplace. We are interested in learning how positive feedback, recognition, and support from managers and colleagues may influence various aspects of employee performance, job satisfaction, and overall well-being.

Your responses to this questionnaire will provide valuable insights that can help SGS enhance its people management practices and cultivate a more positive and rewarding work environment for its workforce. The survey should take approximately 15-20 minutes to complete.

All responses will be kept strictly confidential, and no individual participant will be identified in any reporting of the results. Your honest and thoughtful feedback is greatly appreciated and will contribute to improving the employee experience at SGS.

Thank you for your time and participation in this important research study.

Questionnaire link: <https://forms.gle/cAgPJc5juozTcbjZ9>

Section 1: Demographic Information
1. What is your gender? • Male • Female
2. What is your age?

- 18-30
- 31-40
- 41-50
- <50

3.How many years of experience do you have?

- 5
- 10
- 15
- 20
- <20

4.What is your job position/title?

5.Do you have any additional comments or insights to share?

Section 2: Perception of Positive Encouragement

1.How would you define positive encouragement in the workplace?

2.On a scale of 1 to 5, how important do you believe positive encouragement is in the workplace?

Not important 1 2 3 4 5 Very important

3.What are your observations of positive encouragement practices in your organization?

Section 3: Impact of Positive Encouragement on Job Performance

1.How does positive encouragement influence your job performance?

2.Which aspects of your job performance are most influenced by positive encouragement

- Efficiency
- Accuracy
- Customer service
- Other:

11.On a scale of 1 to 5, to what extent does positive encouragement impact your motivation levels?

No impact 1 2 3 4 5 High impact

3. Through what mechanisms does positive encouragement influence your job performance?

Section 4: Relationship between Positive Encouragement and Job Satisfaction

1. How does positive encouragement contribute to your job satisfaction?

2. Which factors of positive encouragement have the greatest impact on your job satisfaction?

- Recognition
- Feedback
- Opportunities for growth
- Supportive communication
- Other

3. How do you believe job satisfaction impacts employee retention and customer service?

Section 5: Impact of Positive Encouragement on Well-being

1. On a scale of 1 to 5, to what extent does positive encouragement impact your stress levels?

No impact 1 2 3 4 5 High impact

2. On a scale of 1 to 5, to what extent does positive encouragement contribute to your work engagement?

No contraption 1 2 3 4 5 High contraption

3. How does positive encouragement contribute to a positive work environment?

4. What effect does positive encouragement have on your mental and emotional well-being?

Table of research instruments

Section	Research Instrument	Number of items	Reference
1 - Demographic Information	Gender (multiple choice). Age (multiple choice). Years of experience (multiple choice). Job position/title (open-ended). Organization/Company name (open-ended). Additional comments or insights (open-ended).	6	Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. *American Journal of Community Psychology, 13*(6), 693-713. Becker, T. E. (1992). Foci and bases of commitment: Are they distinctions worth making?. *Academy of

			Management Journal, 35*(1), 232-244.
2 - Perception of Positive Encouragement	Definition of positive encouragement (open-ended). Importance of positive encouragement (5-point scale). Observations of positive encouragement practices (open-ended).	3	Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Prentice-Hall. Jiang, Z. (2017). The relationship between job engagement, organizational commitment, and workplace happiness. *Journal of Happiness Studies, 18*(3), 679-694.
3 - Impact of Positive Encouragement on Job Performance	Influence of positive encouragement on job performance (open-ended). Aspects of job performance influenced (multiple choice). Impact on motivation levels (5-point scale). Mechanisms through which positive encouragement influences performance (open-ended)	4	Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist, 57*(9), 705. Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance, 16*(2), 250-279.
4 - Relationship between Positive Encouragement and Job Satisfaction	Contribution of positive encouragement to job satisfaction (open-ended). Factors of positive encouragement with greatest impact on satisfaction (multiple choice). Impact of job satisfaction on employee retention and customer service (open-ended)	3	Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin, 127*(3), 376. Herzberg, F. (1966). *Work and the nature of man*. World Publishing Company.
5 - Impact of Positive Encouragement on Well-being	Impact on stress levels (5-point scale). Contribution to work engagement (5-point scale). Contribution to positive work environment (open-ended). Effect on	4	Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout:

	mental and emotional well-being (open-ended)		A two sample confirmatory factor analytic approach. *Journal of Happiness Studies, 3*(1), 71-92. Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist, 56*(3), 218.
--	--	--	---